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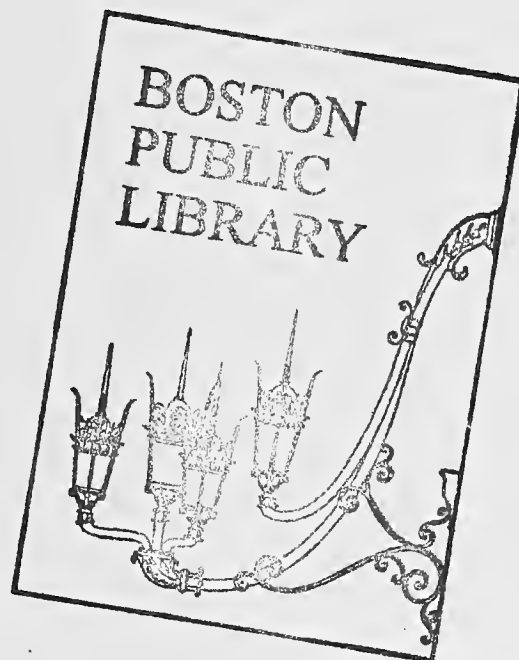
**BOSTON REDEVELOPMENT AUTHORITY**

**NEIGHBORHOOD**

**HOUSING & DEVELOPMENT**

# **QUARTERLY REPORT**

**JULY 1989**





**NEIGHBORHOOD HOUSING AND DEVELOPMENT**  
**QUARTERLY REPORT**

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## I. INTRODUCTION

### Statement of Purpose:

Neighborhood Housing and Development's Quarterly Report serves two purposes: to highlight the current schedule of the department's priority projects and activities for BRA staff, other agencies, and the community, and to act as a project management tool by clearly illustrating department priorities and project goals. All data gathered to create this Quarterly Report has been taken from the NHD Project Directory, the department's information system which draws from resources such as critical path charts and project briefing packages. Assembling information from the Project Directory in the form of a Quarterly Report will enable NHD to more accurately anticipate, prepare, and package board actions for the upcoming quarter. Project Managers can use the Quarterly Report to link long term, abstract objectives with the concrete, short term steps necessary to ensure that project goals are met.

### NHD's Mission:

The Neighborhood Housing and Development Department works to secure an equitable share of the benefits produced by the economy for residents of Boston. The primary foci are affordable housing, improved neighborhood environments, and increased economic opportunities where, because of social and economic factors the quality of the housing and the neighborhood environment is poor. In carrying out this mission NHD seeks an important role for citizens in formulating and carrying out plans and projects. Given the history of economic exclusion and the inadequate investment in many of Boston's neighborhoods, particularly neighborhoods with large minority populations, NHD's programs use scarce public resources to generate private investment in these neighborhoods. The programs encourage minority business enterprises and community based non-profit development organizations in their efforts to produce affordable housing and rebuild neighborhood economies, and seek to secure the maximum public benefits from private development projects.



### **NHD's Functions:**

- \* Undertake housing production programs which include site identification, formulation of development programs, retention of development entities and arranging for gap financing.
- \* Increase the affordable housing supply and other public benefits through negotiation with developers who seek zoning relief.
- \* Rebuild neighborhood environments by formulating area plans which direct public and private investments.
- \* Initiate and carry forward real estate development projects.
- \* Encourage and assist in the formation and growth of entrepreneurial nonprofit community corporations and minority business enterprises.
- \* Seek and support citizen involvement in all phases of the department's planning and implementation of programs and projects.
- \* Ensure the preparation and implementation of affirmative marketing plans to promote the City's fair housing goals for all housing developments assisted by the BRA.

### **NHD's Structure**

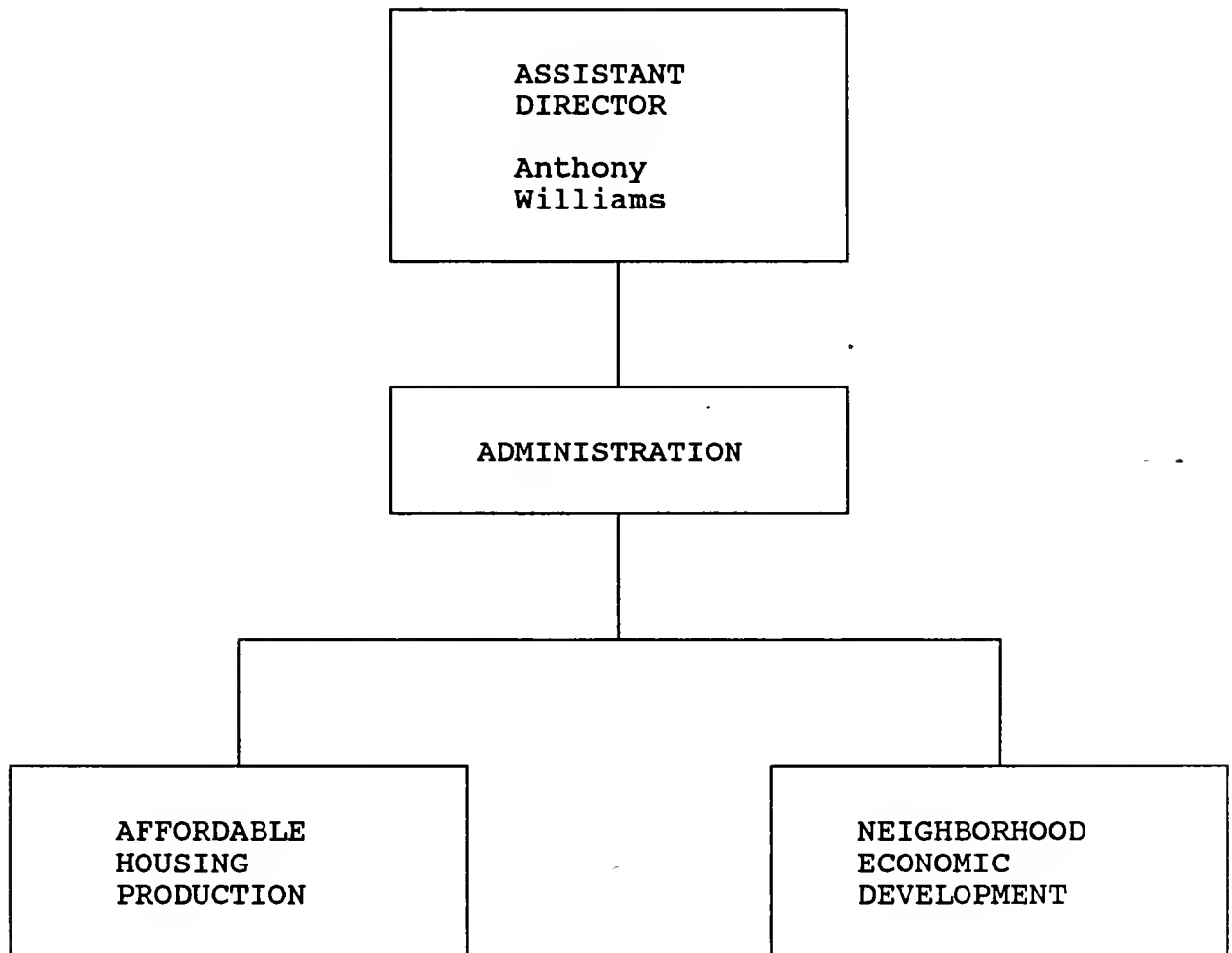
The charts on the pages that follow describe the department's functional and operational structure. Functionally, NHD has two major focus areas: affordable housing production and neighborhood economic development. Operationally, NHD works with the Chinatown, Roxbury, and South End neighborhoods to shape neighborhood plans and implement development projects.





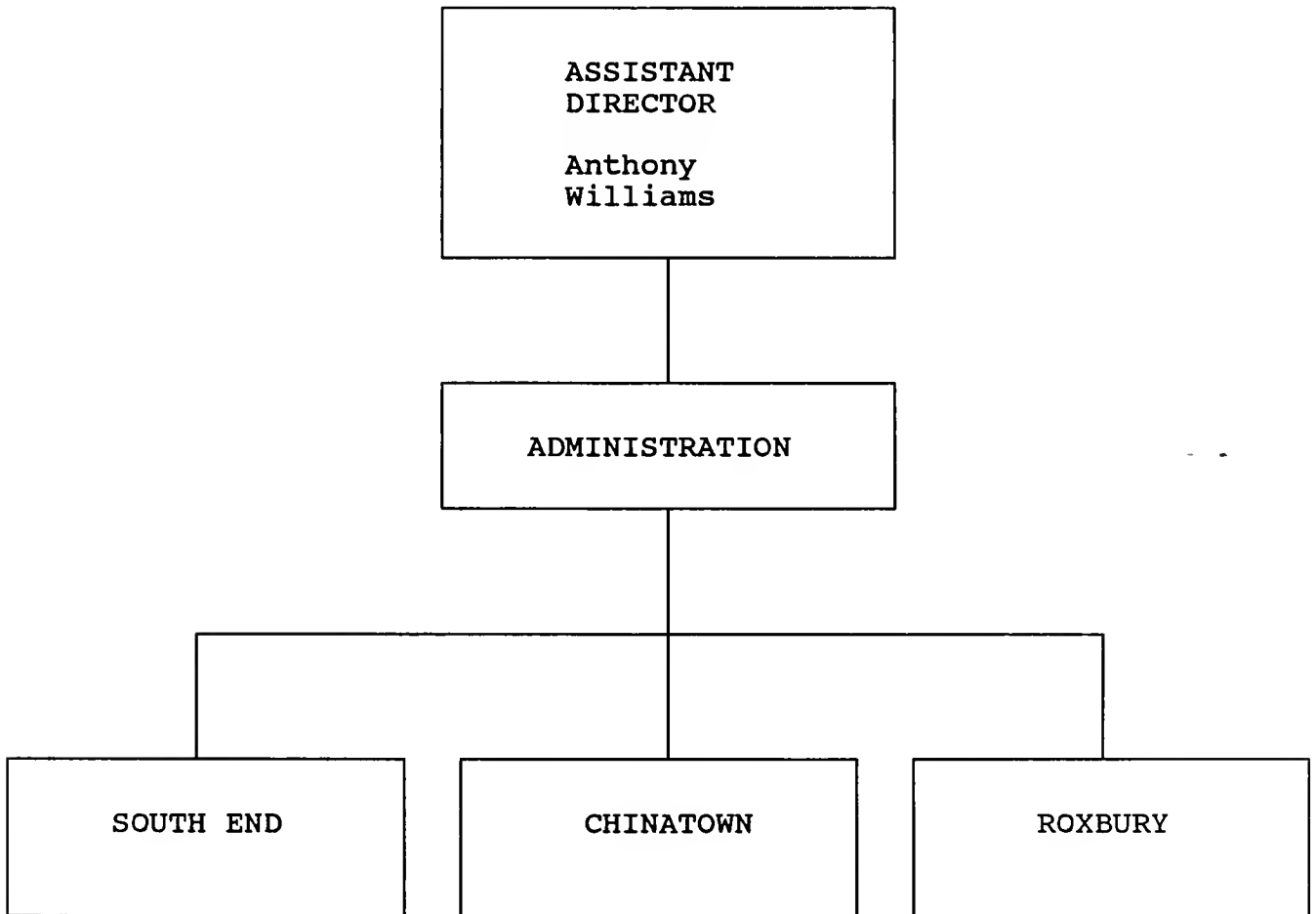
**NEIGHBORHOOD HOUSING AND DEVELOPMENT**

**FUNCTIONAL STRUCTURE**





**NEIGHBORHOOD HOUSING AND DEVELOPMENT**  
**OPERATIONAL STRUCTURE**





## II. AFFORDABLE HOUSING PRODUCTION

### NHD's Mission:

NHD carries out the BRA's housing policy by developing programs and projects to expand the supply of housing in Boston's neighborhoods with an emphasis on achieving affordability. The department helps guarantee equal access for all minority and female heads of households within the City of Boston to new affordable and market rate units.

### 1989 Objectives and 2nd Quarter Milestones:

#### Priority I

Housing production on sites in Roxbury,  
the South End and Chinatown.

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**Objective:** Complete disposition and development of BRA sponsored Roxbury housing developments already under construction.

#### **Key Projects/Milestones:**

PROJECT NAME (PHASE)	MILESTONE	MONTH
Fountain Hill Square (I)	Determination of compliance with AFHMP. <sup>1</sup>	June
Infill Phase I	Certificates of Completion	July
Fountain Hill Square Phase I	Construction complete	Sept.
Conkling/Garrison-Trotter (I)	Construction to be resumed	Sept.
Douglass Plaza Phase I	Determination of Fair Housing compliance	Sept.
Infill Phase II	Phase II Construction start	Sept.

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<sup>1</sup> AFHMP = Affirmative Fair Housing Marketing Plan, See p. 10 for further details on the Fair Housing process.



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**Objective:** Coordinate development of all parcels in SENHI I to create over 300 new mixed income housing units. Conveyance of properties and initiation of construction.

**Key Projects/Milestones:**

PROJECT NAME (PHASE)	MILESTONE	MONTH
Parmelee Court	Approval of Final AFHMP	June
Lodging House/1734-40 Wash.	Groundbreaking	July
Roxbury Corners/ Parcel 29A and 1777-89 Wash.	Approval of \$150,000 grant, lien on the property	July
640 Tremont Street/IBA	Approval of Final AFHMP	July
6-14 E.Concord St/Old Boston	Ammendments to LDA	July
6-14 E.Concord St/Old Boston	Approval of AFHMP	July
Parmelee Court	Conveyance	July
Parmelee Court	Groundbreaking	July
75 East Berkeley St/TDC IV	Determination of Fair Housing compliance	Aug.
Roxbury Corners/ Parcel 29A and 1777-89 Wash.	Board of Appeal Referral	Aug.
640 Tremont Street/IBA	Final Designation	Aug.
Langham Court	Approval of Final AFHMP	Aug.
75 East Berkeley St/TDC IV	Certificate of Completion	Sept.
Roxbury Corners/ Parcel 29A and 1777-89 Wash.	Approval of Final AFHMP	Sept.
6-14 E.Concord St/Old Boston	Conveyance/closing	Sept.
6-14 E.Concord St/Old Boston	Groundbreaking	Sept.
Langham Court	Final Designation	Sept.





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**Objective:** Complete Phase I of the Chinatown Housing Improvement Program (CHIP). Complete disposition and development of other BRA sponsored housing developments in Chinatown.

**Key Projects/Milestones:**

PROJECT NAME (PHASE)	MILESTONE	MONTH
Waterford Place/180 Shawmut	Groundbreaking	July
Chinatown Parcel A	Linkage funding from Commonwealth Center, Boston Crossing, and One Lincoln Street; submission of Housing Creation Proposal	July
Chinatown Parcel A	Submission of PNF	July
Chinatown Parcel B	Linkage funding from Commonwealth Center, Boston Crossing, and One Lincoln Street; submission of Housing Creation Proposal	July
Chinatown Parcel B	Submission of PNF	July
Chinatown Parcel A	Public hearing and approval of Housing Creation Proposal	Aug.
Chinatown Parcel B	Public hearing and approval of Housing Creation Proposal	Aug.



**Priority II**

**Preparation of future housing projects and  
assistance to the housing pipeline.**

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**Objective:** Facilitate disposition and development of  
substantial housing development parcels not  
identified in Priority I.

**Key Projects/Milestones:**

PROJECT NAME (PHASE)	MILESTONE	MONTH
57 East Concord Street	Authorization to Advertise Request for Proposals	July
611 Tremont Street	Conveyance	July -
Charlestown Parcel R-87	Tentative Designation	July
Charlestown Parcel R-87	Board of Appeal Referral	July
Charlestown Parcel R-87A	Conveyance	July
Charlestown Parcel R-87A	Groundbreaking	July
East Boston Parcels EB-23,24	Final Designation	July
Parcel SWC-2	Certificate of Completion	July
611 Tremont Street	Groundbreaking	Aug.
Charlestown Parcel P-2A	Board of Appeal referral	Aug.
Charlestown Parcel P-2A	Final Designation	Aug.
East Boston Parcels EB-23,24	Board of Appeal Referral	Aug.
Parcel SWC-5	Board of Appeal Referral	Sept.
Parcel SWC-5	Final Designation	Sept.
Charlestown Parcel P-2A	Groundbreaking	Sept.
Charlestown Parcel R-87	Final Designation	Sept.



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**Objective:** Facilitate disposition and development of substantial housing development parcels not identified in Priority I (continued)

**Key Projects/Milestones:**

PROJECT NAME (PHASE)	MILESTONE	MONTH
Parcel SWC-4	Board of Referral	Sept.
Parcel SWC-4	Final Designation	Sept.
Parcel SWC-6A, 6B, 6C	Board of Appeal Referral	Sept.
Parcel SWC-6A, 6B, 6C	Final Designation	Sept.

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**Objective:** Review all neighborhood housing development projects which are larger than twelve units and prepare recommendations for the Authority's Board on the Board of Appeal cases.

**Key Projects/Milestones:**

PROJECT NAME (PHASE)	MILESTONE	MONTH
Cliffmont/Grew	Affordable units occupied	June
Fabreeka Mills	Board of Appeal referral	July
Alexandra Hotel	Board of Appeals "re-hearing"	July
Dacia Block (PFD)	Groundbreaking	July
Phillip Brooks School (PFD)	Groundbreaking	July



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**Objective:** Develop plans to commit larger parcels for development through the BRA and to convey smaller areas to other agencies for disposition.

**Key Projects/Milestones:**

PROJECT NAME (PHASE)	MILESTONE	MONTH
Garrison-Trotter Phase II	Fair Housing review and clearance of RFP prior to issuance	July
Garrison-Trotter Phase II	Authorization to Advertise RFP	July
Garrison-Trotter Phase II	RFP Advertisement	July
Garrison-Trotter Phase II	Proposals Due	Sept.

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**Objective:** Implement strategies to assist in the marketing of newly built housing units in Roxbury.

**Key Projects/Milestones:** Active in first and second quarters; no third quarter milestones.

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**Objective:** Initiate disposition of all parcels in SENHI II for the development of 300 units of new housing. Initiate competition for SENHI II parcels.

**Key Projects/Milestones:** Final list of housing sites from South End Development Policy Plan, see Economic Development, Priority II.

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**Objective:** Complete planning and initiate competitions for Phase II of CHIP for approximately 250 units.

**Key Projects/Milestones:** Parcels P-3,3a,4,4a,4b and R-1; disposition and development process to be initiated upon substantial completion of Phase I developments; no third quarter milestones.





**Priority III**

**Administration of housing policy.**

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**Objective:** Coordinate the BRA's portion of the City's Fair Housing and Employment Plan.

**Key Projects/Milestones:**

The major milestones for the Fair Housing process are:

- \* Fair Housing clearance prior to issuance of RFP;
- \* Fair Housing screening of RFP respondents prior to Tentative Designation;
- \* Approval of the Affirmative Fair Housing Marketing Plan (AFHMP) prior to conveyance but after zoning approval (preferably prior to Final Designation); and
- \* Determination of compliance with AFHMP prior to selection of affordable housing unit occupants.

For most projects, milestones in this process are identified under specific projects in the section labelled "Affordable Housing Production, Priority I." Projects not listed under Priority I include:

PROJECT NAME (PHASE)	MILESTONE	MONTH
Charlestown Parcel P-2A	Approval of Final AFHMP	Aug.
Charlestown Parcel R-87	Approval of Final AFHMP	Aug.

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**Objective:** Develop and monitor affirmative marketing activities for affordable housing developments.

**Key Projects/Milestones:** Ongoing.

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**Objective:** Initiate planning of Phase III of CHIP.

**Key Projects/Milestones:** Massachusetts Turnpike Air Rights development; planning.



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**Objective:** Provide assistance to community and minority developers of housing projects.

**Key Projects/Milestones:** Ongoing.

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**Objective:** Analyze financial needs of housing projects and propose financial options to achieve affordability goals.

**Key Projects/Milestones:** Ongoing.

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**Objective:** Complete, with PFD, the land disposition procedures for affordable housing.

**Key Projects/Milestones:** Ongoing.



### III. NEIGHBORHOOD ECONOMIC DEVELOPMENT

#### NHD's Mission:

NHD seeks to expand economic opportunities that benefit residents of Boston's neighborhoods through the economic inclusion of the community in development. NHD enhances the physical environment of Boston's neighborhoods to support adequate housing and provide other desired neighborhood goods and services.

#### 1989 Objectives and 2nd Quarter Milestones:

##### Priority I

Major economic development projects.

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**Objective:** Expedite the Parcel to Parcel Linkage projects.

#### **Key Projects/Milestones:**

PROJECT NAME	MILESTONE	MONTH
Parcel to Parcel Project 1	Community Benefits Agreement executed	June
Ruggles Center (Parcel 18)	Zoning: BRA action on Master Plan and Development Plan and Interim Permit	June
Ruggles Center (Parcel 18)	Zoning: Minor modification to Urban Renewal Plan	June
Ruggles Center (Parcel 18)	Complete of Land Acquisition transactions with UMTA, DPW, MBTA, City, BRA, MCPV, and MWRA.	June
One Lincoln Street (K/B)	EIR: Secretary of EOEA comments on Draft EIR	June



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**Objective:** Expedite the Parcel to Parcel Linkage projects  
(continued).

**Key Projects/Milestones:**

PROJECT NAME	MILESTONE	MONTH
One Lincoln Street (K/B)	Land Acquisition: Public Improvements Comm. street and vertical discontinuances approved	June
One Lincoln Street (K/B)	Design: Schematic approval	June
One Lincoln Street (K/B)	Mass. Historic Commission approval	June
One Lincoln Street (K/B)	Zoning: Submission of Planned Development Area application	June
Ruggles Center (Parcel 18)	EIR: Submission of Final Environmental Impact Report	July
Ruggles Center (Parcel 18)	Zoning: Boston Zoning Comm. and Mayoral approval of MPDA	July
One Lincoln Street (K/B)	Land Acquisition: Sale & Construction Agreement approved by BRA, Real Property Board, Public Facilities Commission and City Council.	July
Parcel to Parcel 2/ Helen Morton Family Center	Board of Appeals referral	July
Ruggles Center (Parcel 18)	EIR: Secretary of EOEA comments on Final EIR	Aug.
One Lincoln Street (K/B)	Design: Design development submission	Aug.
One Lincoln Street (K/B)	DEQE Chapter 21E (Hazardous wastes) waiver acceptance, risk assessment studies, and remediation plan	Aug.
One Lincoln Street (K/B)	EIR: Submission of Final Environmental Impact Report	Aug.





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**Objective:** Expedite the Parcel to Parcel Linkage projects  
(continued).

**Key Projects/Milestones:**

PROJECT NAME	MILESTONE	MONTH
One Lincoln Street (K/B)	PDA approval by BRA, Boston Zoning Commission and Mayor	Aug.
One Lincoln Street (K/B)	EIR: Secretary of EOEAA comments on the Final EIR	Sept.
One Lincoln Street (K/B)	Design: Design development approval	Sept.
Parcel to Parcel 2/ Helen Morton Family Center	Approval of Final AFHMP	Sept.

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**Objective:** Develop Parcel P-3 which will provide seed money - for renovation and expansion of facilities owned by the National Center for Afro-American Artists (NCAAA).

**Key Projects/Milestones:**

PROJECT NAME	MILESTONE	MONTH
Campus High Parcel P-3/NCAAA	Final RFP complete	July
	Authorization to advertise RFP	Aug.
	Advertise RFP	Aug.



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**Objective:** Prepare physical development plan and implementation program for the Dudley Business District in coordination with Roxbury Interim Planning Overlay District (IPOP) process.

**Key Projects/Milestones:**

PROJECT NAME	MILESTONE	MONTH
Dudley Square Planning Study	Contract complete, executed	June
Dudley Square Revitalization	Dudley Area cleanup event be held July 8 followed by a cookout	July

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**Objective:** Undertake area planning and carry out economic development projects as part of larger neighborhood enhancement revitalization strategy.

**Key Projects/Milestones:**

PROJECT NAME	MILESTONE	MONTH
Campus High P-2C/Post Office	Approvals by the regional and Washington office of US Postal Service	June
80 Dudley St/Boys&Girls Club	Schedule public hearing to authorize to submit UDAG application	June
80 Dudley St/Boys&Girls Club	Public Hearing re: UDAG application	July
Campus High R-14/Cultural Ctr	RFQ drafted and ready for release	July
Roxbury Heritage State Park	Memorandum of Understanding, site leases prepared	July
SMILE Preschool/29 Hazelwood	Board of Appeal referral	July
Massachusetts Square	Certificate of Completion	Aug.
Campus High R-14/Cultural Ctr	RFP drafted and ready for release	Sept.



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**Objective:** Designate developer of 95 Dudley Street.

**Key Projects/Milestones:** Tentative designation in May;  
progressing toward final designation; no  
third quarter milestones.



Priority II

Area wide economic development, capital  
improvements and neighborhood planning.

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**Objective:** Begin outline for necessary steps to draft a South End Masterplan for community adoption. Implement discrete economic development projects as part of the larger neighborhood enhancement strategy.

**Key Projects/Milestones:**

PROJECT NAME	MILESTONE	MONTH
South End Devel. Policy Plan	History of South End, presentation by John Neal; Urban Renewal in the South End presentation by Edward Logue, 7/13/89.	July
South End Devel. Policy Plan	Beginning of weekly community meetings.	July

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**Objective:** Assist Dudley Street Neighborhood Initiative with coordination for the development of parcels in the Dudley Triangle for affordable housing.

**Key Projects/Milestones:**

PROJECT NAME	MILESTONE	MONTH
Dudley St. Neigh. Initiative	Tasks identified for 7/89: finalize appraisals and title work; prepare petition for filing; solidify strategy on approaching private owners; close acquisition loan; and complete all site work.	July
Dudley St. Neigh. Initiative	If RFP process is selected, RFP released 8/89	Aug.





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**Objective:** Expand entrepreneurial opportunities for MBEs and neighborhood based organizations.

**Key Projects/Milestones:**

PROJECT NAME	MILESTONE	MONTH
Roxbury Investment Corp.	Activity Profile document	June
Roxbury Investment Corp.	Financial Portfolio Document	July
Roxbury Investment Corp.	Investment Strategies Doc.	Aug.

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**Objective:** Encourage minority participation in downtown commercial projects.

**Key Projects/Milestones:**

PROJECT NAME	MILESTONE	MONTH
185 State Street	Construction start	July

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**Objective:** Plan and carry out public improvements in neighborhoods as an integral part of a larger neighborhood enhancement strategy.

**Key Projects/Milestones:**

PROJECT NAME (PHASE)	MILESTONE	MONTH
Contract J-2/Dartmouth St.	Authorization to solicit construction contractor bids	July
Monsignor Lally Park	Begin design work	July
Douglass Plaza Construction	Construction Start	Aug.
Contract G-2/Tent City	Construction Complete	Aug.
Chinatown Gateway	Advertise RFP for consultant services	Aug.



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**Objective:** Assist Urban Design and Development with completion and adoption of the Chinatown Community Plan.

**Key Projects\Milestones:**

PROJECT NAME	MILESTONE	MONTH
Chinatown Masterplan	Community approval of Masterplan	July
Chinatown Masterplan	Adoption of the Masterplan	Aug.





